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Proposed programme budget for the biennium 2012-2013*

Part IV
International cooperation for development

Section 15
Human settlements

(Programme 12 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Overview

Table15.1 **Estimates of expenditure**

Proposal submitted by the Secretary-General	$20,201,000[a]
Revised appropriation for 2010-2011	$20,564,700

[a] At 2010-2011 rates.

Table 15.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL
Approved for the biennium 2010-2011	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL

Abbreviations: USG, Under-Secretary-General; GS (OL), General Service (Other level); LL, Local level.

15.1 Responsibility for the human settlements programme within the United Nations system is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for its implementation. The mandate of UN-Habitat is derived from the twin goals of the Habitat Agenda, comprising adequate shelter for all and sustainable human settlements development in an urbanizing world, which is an outcome of the United Nations Conference on Human Settlements (Habitat II). The mandate of the programme is also derived from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; and resolution 32/162, in which the General Assembly established the United Nations Centre for Human Settlements (Habitat). By its resolution 56/206, the General Assembly elevated the United Nations Centre for Human Settlements to the United Nations Human Settlements Programme. UN-Habitat is also derived from its programme of work from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by 2020, and the target on water and sanitation of the Johannesburg Plan of Implementation. These two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome (resolution 60/1), which highlighted slum prevention as a priority issue. Additional mandates come from relevant legislative bodies and resolutions of the UN-Habitat Governing Council. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by the Committee of Permanent Representatives of UN-Habitat, which serves as a formal intersessional body.

15.2 The UN-Habitat Governing Council, through its resolution 21/2, approved a six-year medium-term strategic and institutional plan for the period 2008-2013, and, in paragraph 3, endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan; it also requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the plan, including the

agreement of specific "SMART" indicators, targets and priorities in order to further refine each of the focus areas and for reflection in the UN-Habitat strategic framework and work programme and budget.

15.3 In line with the above-mentioned Governing Council decision, UN-Habitat undertook refinement of the plan by developing a comprehensive results framework that includes a SMART goal, strategic result, expected accomplishments and indicators of achievement, as well as a strategy paper for each of the six focus areas of the plan. This process, which was supported by a results-based management expert, took eight months and was completed in April 2009.

15.4 By paragraph 6 of Governing Council resolution 22/7, the Council requested the Executive Director to ensure timely and close consultation with the Committee of Permanent Representatives during the preparation of a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012-2013, both aligned with the approved six-year medium-term strategic and institutional plan. The elements of the strategic framework for 2012-2013 are therefore derived from the refined results framework of the medium-term strategic and institutional plan.

15.5 An emphasis on results-based management will continue to shape the programme planning, performance management, learning and accountability of UN-Habitat. A midterm evaluation of the medium-term strategic and institutional plan was undertaken in 2010, and, depending on its outcome, this strategic framework may need to be revised to align it with the new realities and decisions. In that event, the provisions of General Assembly resolution 58/269 are expected to prevail. Strategic choices made in this biennium programme plan have been largely informed by lessons learned and best practices from the UN-Habitat programme performance report for the previous biennium, monitoring and evaluation reports, and inputs from strategic partners.

15.6 As indicated in the UN-Habitat flagship reports, cities are the habitat of half of humanity and, by 2050, 70 per cent of the world population will reside in urban areas. Urban growth averages 5 million new urban residents per month in developing regions where many new mega-cities of 10 million and hypercities of 20 million will emerge. In developing countries, the result of this is the rapid growth of slums and informal settlements, whose population currently stands close to 1 billion, or 32 per cent of the world urban population. Emerging data trends repeatedly indicate that the urban poor face inequitable and life-threatening conditions, poverty, environmental disasters and social crises. A key problem is that most of this rapid and uncontrolled urban growth is taking place in countries whose Governments are least able to cope with the provision of adequate housing, urban infrastructure and basic services. The main social effects of unplanned urbanization include inadequate housing, chaotic peri-urbanization, lack of basic services, especially safe drinking water and sanitation, lack of secure tenure, vulnerability to natural and human-made disasters and crime, and uncertain employment, as well as social exclusion of the poor, vulnerable and other disadvantaged groups, including the disabled, youth and the elderly. The recent economic crisis has exacerbated urban poverty, accelerated unemployment and rapid expansion of the urban informal sector with its low-profit activities and a disproportionate concentration of women. The World Urban Forum noted the particular vulnerability of indigenous peoples to the effects of chaotic and unplanned urbanization. In spite of these challenges, it is increasingly accepted that urbanization is a positive phenomenon and a precondition for improving access to services, economic and social opportunities, and a better quality of life.

15.7 Climate change, one of the environmental challenges, most negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are neither adequately protected by construction and land-use planning regulations, nor do they possess sufficient resources to improve their own lives. The nexus between rapid urbanization and climate change has multiple impacts on highly vulnerable groups, in particular women, young people, the elderly and the extremely poor. Climate

change has negative impacts on health, threatens access to water and food security and increases the urban poor's vulnerability to flooding and landslides. In many developing countries, changes in agricultural productivity as a result of climate change-related weather patterns, as well as conflict over scarce resources, are pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, and to build the resilience necessary for effectively responding to climate change-related disasters.

15.8 In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners. In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners to tackle urban poverty and social and physical exclusion by promoting and upholding the rights of all, especially women, youth, the disabled and other vulnerable and disadvantaged groups, to an adequate standard of living, including water and sanitation. Lessons from the fourth session of the World Urban Forum, held in 2008, stressed the need to put people at the centre of development and for balanced territorial development as important aspects of sustainable and harmonious urbanization, and that the provision of affordable housing is a strategic means to attaining the Millennium Declaration targets. In addressing the challenges posed by climate change, UN-Habitat has a comparative advantage, through its close and strong relationship with local authorities, to help cities to achieve more compact urban expansion; take stock of their renewable energy and green infrastructure potentials; identify and promote the use of appropriate green technology innovations, especially in the energy, construction and transport sectors; and integrate use of these innovations into planning and building regulations. These interventions, which facilitate mitigation and adaptation to climate change, will also stimulate a green economy that can create dynamic new industries, quality jobs and income growth. Urban planning, land-use management, housing policy and basic infrastructure can significantly influence how cities mitigate and adapt to climate change.

15.9 Against this backdrop, the UN-Habitat six-year medium-term strategic and institutional plan lays the necessary conditions for concerted international and national efforts to stabilize the growth of slums and for the subsequent reduction in and reversal of the number of slum-dwellers. The plan outlines the five substantive focus areas: (1) effective advocacy, monitoring and partnerships; (2) participatory urban planning, management and governance; (3) pro-poor land and housing; (4) environmentally sound basic infrastructure and affordable services; and (5) strengthened human settlements finance systems. The plan will continue to be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. Excellence in management, the sixth focus area of the plan, creates an enabling environment for the effective implementation of the five substantive focus areas. In particular, UN-Habitat is strengthening and mainstreaming the results-based management approach in order to enhance the organization's accountability, efficiency and effectiveness.

15.10 The activities of UN-Habitat for the period 2012-2013 constitute the final phase of the plan, as clearly articulated in the road map for the period 2010-2013. The period 2008-2009 constituted the kick-start phase, while the period 2010-2011 was the roll-out phase. The implementation process will be closely monitored and reported through biannual progress reports for the consideration of Member States. UN-Habitat will strive to achieve regional balance in the implementation of all programme and project activities and also facilitate the exchange of information and good/best practices, especially on a South-South basis.

15.11 The UN-Habitat programme of work will be implemented through four interlinked subprogrammes: subprogramme 1, Shelter and sustainable human settlements development; subprogramme 2,

Monitoring the Habitat Agenda; subprogramme 3, Regional and technical cooperation; and subprogramme 4, Human settlements financing. The subprogrammes work in close cooperation and collaboration through an integrative and synergetic approach that has subprogrammes leading in the implementation of some focus areas but contributing to all of them. This promotes internal cohesion, alignment and coherence, particularly through the enhanced normative and operational framework as reflected in the Habitat country programme documents, to which all subprogrammes contribute to the benefit of Member States. A strengthened programme review mechanism will mainstream results-based management, and reinforce internal cohesion and information-sharing among different units in UN-Habitat.

15.12 With regard to gender integration, the organization's effort in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58), which asserts women's free and equal right to own and inherit property and to security of tenure. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with the UN-Habitat Gender Equality Action Plan. In-house, the Gender Mainstreaming Unit will work with all units, including through the programme review mechanism, to ensure that all interventions adopt a gender perspective.

15.13 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of specialized international assistance for post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations to deliver its planned global results. UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the public-private partnership, Habitat national committees, academic and research institutions, and many other Habitat Agenda partners. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues, and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The sixth session of the World Urban Forum will take place in 2012.

15.14 The issue of publications has been reviewed as part of the programme of work. It is anticipated that recurrent and non-recurrent publications will be issued as shown in table 15.3 and as summarized in the output information under executive direction and management and each subprogramme.

Table 15.3 **Summary of publications**

Publications	*2008-2009 actual*	*2010-2011 estimate*	*2012-2013 estimate*
Recurrent	28	21	22
Non-recurrent	202	144	152
Total	**230**	**165**	**174**

15.15 The overall resources required for the biennium 2012-2013 for this section amount to $20,201,000 before recosting, reflecting a net decrease of $363,700, or 1.8 per cent. The proposed changes, reflected in table 15.5 below, are summarized as follows. It should be noted that a number of realignments of posts between subprogrammes, executive direction and management and programme support have been proposed in keeping with the Advisory Committee

recommendations (see A/60/7) to streamline and realign resources with the activities in the work programme. UN-Habitat has progressively streamlined and restructured its functions and continues to realign its resources to the section or subprogrammes against which their corresponding activities are reflected in the work programme. The changes reflected in this document are the final realignments:

(a) A net increase of $124,800 under executive direction and management in both post and non-post requirements, related mainly to the proposed inward redeployment of three posts at the Local level (Press and Media Liaison Assistant, Publications Assistant, and Representation and Protocol Assistant) from subprogramme 2, Monitoring the Habitat Agenda. The press and media, publications, representation and protocol functions fall under executive direction and management. The increase is partly offset by decreases in requirements for general operating expenses and supplies and materials;

(b) A net decrease of $1,635,600 under programme of work, resulting from:

(i) A net decrease of $462,000 under subprogramme 1 in both post and non-post requirements owing mainly to the proposed outward redeployment of two posts to programme support (1 P-4 Programme Planning and Coordination Officer and 1 Local level Programme Assistant) in line with the Advisory Committee recommendations (A/60/7). The decrease in the requirement is partly offset by the delayed impact of a P-3 post established in the biennium 2010-2011;

(ii) A net decrease of $1,109,700 in both post and non-post requirements under subprogramme 2, mainly attributable to the proposed outward redeployment of the following six posts: (i) three posts to programme support (1 P-4 Finance Management Officer, 1 P-3 Programme Management Officer and 1 Local level Administrative Assistant); and (ii) three Local level posts to the Office of External Relations under executive direction and management (Press and Media Liaison Assistant, Publications Assistant, and Representation and Protocol Assistant) in line with the Advisory Committee recommendations (A/60/7);

(iii) A net decrease of $33,500 in non-post requirements under subprogramme 3, resulting mainly from less requirements for external experts and a decrease in the production costs envisaged for the preparations of outputs planned for 2012-2013, decreases in requirements for supplies and materials as a result of the automation of various business processes and for furniture and equipment reflecting consideration, to postpone the replacement of some office automation equipment and office furniture. The decrease is partly offset by the new requirements for an ad hoc expert group meeting for the implementation of the international guidelines on access to basic services on a cost-shared basis as mandated and prioritized by the Governing Council;

(iv) A net decrease of $30,400 under subprogramme 4, in non-post requirements resulting from reduced requirements for consultants and a decrease in production costs, for supplies and materials as a result of the automation of various business processes, and for furniture. The decrease is partly offset by (i) the new requirements for ad hoc expert group meetings on the themes "The right-based approach to water and sanitation" and "Energy access, promoting renewable energy technologies", as mandated and prioritized by the Governing Council; and (ii) an increase in requirement for travel of staff to attend meetings organized by United Nations organizations/agencies, governmental authorities, intergovernmental organizations, and scientific institutions, non-governmental organizations and other Habitat Agenda partners in human settlements, as well as to undertake missions on a cost-shared basis to provide training

on various human settlements issues and to provide advisory services on socially, environmentally and economically sustainable urban transport and energy policies, promoting access to sustainable urban transport and municipal finance;

(c) An increase of $1,147,100 under programme support in both post and non-post requirements as a result of the proposed inward redeployment of five posts from subprogrammes 1 and 2, as reflected in paragraphs 15.15 (b) (i) and (b) (ii) above.

15.16 During the biennium 2012-2013, expected extrabudgetary resources amount to $370,776,500, or 94.8 per cent of the total resources available to the programme. The extrabudgetary resources would be used to support the implementation of the work programme of UN-Habitat and to finance technical cooperation activities, which are a central function of the programme. The amount reflects an increase of $36,274,400 over the estimates for 2010-2011, mostly for project execution of specific technical country-level activities and for specific activities that are part of the work programme and the mandate of UN-Habitat. The existing arrangements for intergovernmental review and management of those extrabudgetary funds provide for the UN-Habitat Governing Council to approve biennial budgets governing the use of such extrabudgetary resources.

15.17 The monitoring and evaluation functions of UN-Habitat are managed and coordinated by the Monitoring and Evaluation Unit. The Unit, which is organizationally placed under executive direction and management, is tasked with the responsibility of improving monitoring and evaluation systems and coordinating monitoring and evaluation activities of UN-Habitat towards planned objectives, realizing the expected accomplishments and improving the organizational accountability of UN-Habitat. It is estimated that for the biennium 2012-2013, resources for the conduct of monitoring and evaluation would amount to $3,109,800, representing 96 work-months of staff at the Professional and above level and 24 work-months at the General Service level, of which $396,500 would be funded from the regular budget and $2,713,300 from extrabudgetary resources.

15.18 UN-Habitat management has taken the following initiatives, within the resources available under the regular and extrabudgetary budgets, to gain or improve efficiency:

(i) Improvement of Human Resources Management System, Budget and Funds Management System and Support Services Service processes, such as travel claim process, project payment process and equipment procurement through automation. Instead of traditional paper-based workflow, the automated work processes have enabled requests, processes and follow up to be made online. The initiative has improved accountability tracking of information and communication efficiency;

(ii) Utilization of website (UN-Habitat Intranet and public website) and information technology resources in disseminating information, e-publications and other announcements, which has drawn positive feedback on easier access of relevant information. However, traditional measures have to be continued in places where Internet access is not stable or economical for the public;

(iii) Utilization of e-forums, videoconferencing, Internet-based facilities such as WebEx and Skype, telephone and e-mail communications in providing backstopping support to field offices and projects and providing technical assistance to UN-Habitat units and global partners through mission travels.

15.19 The estimated distribution of the total resources under this section for the biennium 2012-2013 is as shown in table 15.4 below.

Table 15.4 Distribution of resources by component

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.3	—
B. Executive direction and management	22.2	7.2
C. Programme of work		
1. Shelter and sustainable human settlements development	27.7	9.4
2. Monitoring the Habitat Agenda	21.9	6.8
3. Regional and technical cooperation	8.3	56.3
4. Human settlements financing	12.2	16.4
Total C	**70.1**	**88.9**
D. Programme support	7.4	3.9
Total	**100.0**	**100.0**

Table 15.5 Requirements by component and source of funds

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
Policymaking organs	56.4	63.2	—	—	63.2	5.7	68.9
Executive direction and management	4 580.8	4 353.0	124.8	2.9	4 477.8	131.9	4 609.7
Programme of work	16 615.1	15 810.0	(1 635.6)	(10.3)	14 174.4	58.1	14 232.5
Programme support	330.7	338.5	1 147.1	338.9	1 485.6	15.6	1 501.2
Subtotal	**21 583.1**	**20 564.7**	**(363.7)**	**(1.8)**	**20 201.0**	**211.3**	**20 412.3**

(2) *Extrabudgetary*

2008-2009 expenditure	*2010-2011 estimate*	*Source of funds*	*2012-2013 estimate*
		(a) Services in support of:	
2 020.7	3 280.5	(i) United Nations organizations	3 280.5
10 726.9	18 908.8	(ii) Extrabudgetary activities	14 461.0
		(b) Substantive activities	
23 465.3	35 395.3	(i) United Nations Habitat and Human Settlements Foundation	48 715.3
7 830.3	11 800.1	(ii) United Nations Human Settlements Programme	11 136.5
		(c) Operational projects	
103 819.9	110 117.4	United Nations Habitat and Human Settlements Foundation	119 082.4
148 554.9	155 000.0	United Nations Development Programme and other sources	174 100.8
296 418.0	**334 502.1**		**370 776.5**
318 001.1	**355 066.8**		**391 188.8**

Table 15.6 Post requirements

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
Professional and above								
USG	1	1	—	—	—	—	1	1
ASG	—	—	—	—	1	1	1	1
D-2	1	1	—	—	4	4	5	5
D-1	4	4	—	—	12	11	16	15
P-5	9	9	—	—	33	32	42	41
P-4/3	30	30	—	—	68	67	98	97
P-2/1	5	5	—	—	21	11	26	16
Subtotal	**50**	**50**	**—**	**—**	**139**	**126**	**189**	**176**
General Service								
Other level	2	2	—	—	5	5	7	7
Subtotal	2	2	—	—	5	5	7	7
Other								
Local level	23	23	—	—	83	75	106	98
Subtotal	**23**	**23**	**—**	**—**	**83**	**75**	**106**	**98**
Total	**75**	**75**	**—**	**—**	**227**	**206**	**302**	**281**

A. Policymaking organs

Resource requirements (before recosting): $63,200

15.20 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

15.21 The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, as well as the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of Member States as well as Habitat Agenda partners, which comprise local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two working groups hold approximately

72 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives and the Committee's two working groups are serviced by the secretariat of the Governing Council, External Relations and Inter-Agency Affairs Section of UN-Habitat.

Table 15.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Non-post	63.2	63.2	—	—
Subtotal	**63.2**	**63.2**	**—**	**—**
Extrabudgetary	—	—	—	—
Total	**63.2**	**63.2**	**—**	**—**

15.22 The provision of $63,200 covers overtime requirements for substantive servicing of the meetings of the UN-Habitat Governing Council ($51,100) and hospitality requirements during its biennial sessions ($12,100).

B. Executive direction and management

Resource requirements (before recosting): $4,477,800

15.23 Executive direction and management comprises the offices of the Executive Director, and the Deputy Executive Director, the Monitoring and Evaluation Unit, the Office of External Relations and the liaison offices. UN-Habitat has liaison offices in New York, Geneva, Brussels and Washington, D.C. The Executive Director provides overall direction and leadership in the formulation and implementation of the organization's biennial work programme and budget, and in relations with Member States, United Nations offices, programmes, funds, agencies and other partners, in coordinating the implementation of the Habitat Agenda, relevant Millennium Declaration targets, the medium-term strategic and institutional plan and decisions of intergovernmental bodies.

15.24 During the biennium, the Office of the Executive Director will coordinate, drive, monitor and assess the implementation of activities outlined in the biennial work programme and budget. The executive direction and management component will continue to lead and drive implementation of focus area on excellence in management of the medium-term strategic and institutional plan. It will consolidate a series of strategic and institutional changes focusing on programmatic alignment and coherence.

15.25 The World Urban Campaign will continue to serve as an important vehicle for advocacy, outreach and raising awareness. It is a platform to: (i) mobilize Habitat Agenda partners in promoting opportunities for learning and sharing and enhancing innovation through a guided process of knowledge management, best practices and benchmarking; (ii) generate effective actions and partnerships resulting from a better match between supply and demand in support of more sustainable urban development; and (iii) serve as key operational anchors on the ground with a potential to mobilize stakeholders at the lowest level and to interface leaders, actors, enablers, innovators and all those involved in sustainability reform processes.

15.26 The standing regional ministerial conferences will: (i) provide an interface mechanism with policymakers and government experts beyond the statutory bodies of the Governing Council; (ii) provide access for engagement at the highest level of decision-making; (iii) provide platforms for exchanging experiences and validation of strategic options; (iv) facilitate the identification of entry points on the ground; and (v) serve as preparatory forums preceding statutory meetings and provide consultative forums for high-level government policymakers. Follow-up activities to the conferences will augment the programmatic work of UN-Habitat.

15.27 UN-Habitat will endeavour to achieve regional balance in the implementation of all programme activities, and facilitate the exchange of experiences, knowledge and best practices between regions, especially South-South.

15.28 The Monitoring and Evaluation Unit is responsible for monitoring and evaluating activities of UN-Habitat, including improving the monitoring, reporting and evaluation systems and tools. It coordinates the monitoring and reporting on the implementation of the biennial work programme and budget, and on the medium-term strategic and institutional plan, and supports the evaluation activities in UN-Habitat. The Integrated Monitoring and Documentation Information System will be used for monitoring and reporting progress made in the implementation of the biennial work programme and budget. The Unit will coordinate, support and provide guidance to internal, independent and strategic evaluations and follow-up on the implementation of recommendations, including those of the Office of Internal Oversight Services. The evaluations will assess the relevance, efficiency and effectiveness of programme implementation, as well as the extent to which UN-Habitat is achieving the planned results. The Unit will ensure that evaluation findings improve programme performance, accountability, planning and organizational learning. It will also ensure that relevant tools and guidelines are in place to support staff in monitoring and evaluation. In addition, it will provide training to develop staff capacities necessary to carry out self-evaluations and facilitate external evaluations.

15.29 The Office of External Relations will oversee the functions of the Resource Mobilization Unit, the Information Services Section and the secretariat of the Governing Council. The Resource Mobilization Unit will implement UN-Habitat's resource mobilization policy, in line with the priorities identified in the medium-term strategic and institutional plan, and support the development and implementation of multi-year funding agreements. It will also enhance the catalytic role of UN-Habitat and its ability to respond to critical environmental and humanitarian emergencies. To this end, the Unit will engage Member States and partners on funding needs and expand partnerships and alliances between UN-Habitat and international and regional institutions in order to increase funding and investments for human settlements development.

15.30 The Information Services Section will promote and support UN-Habitat's advocacy activities by providing press and media services, marketing and outreach through social media and the planning and organization of major global, regional and national media and advocacy events, including World Habitat Day, the World Urban Forum and the World Urban Campaign, in order to enhance awareness of sustainable urbanization issues. There will be targeted marketing of UN-Habitat publications, events and new products using a new marketing strategy, in order to strengthen partnerships. New knowledge management systems, including a global urban portal and enterprise content management, will be developed to support archives and records management. Intranet-based tools and the agency's information and communications technology (ICT) infrastructure will be further strengthened to enhance staff collaboration and effectiveness.

15.31 The secretariat of the Governing Council is responsible for servicing the Bureau of the Governing Council and the Bureau of the Committee of Permanent Representatives, the Committee's working groups and the World Urban Forum. The World Urban Forum is a non-legislative technical forum

convened by the Executive Director in the years when the UN-Habitat Governing Council does not meet and the outcomes are shared by the Executive Director with the Governing Council.

15.32 The UN-Habitat liaison offices in New York, Geneva, Brussels and Washington, D.C., will perform their functions of coordinating, harmonizing and representing the Programme. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, interdepartmental, and in inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements, as well as carry out advocacy and outreach activities, including on post-crisis reconstruction and rehabilitation.

Table 15.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the effective implementation of the UN-Habitat mandates and compliance with United Nations policies and procedures in the implementation of the work programme and budget, the medium-term strategic and institutional plan, and in the management of human and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system	(a) Increased number of United Nations system-wide policy documents and reports integrating human settlements issues in a consistent manner, including relevant General Assembly and Economic and Social Council resolutions *Performance measures* 2008-2009: 35 policy documents and reports Estimate 2010-2011: 35 policy documents and reports Target 2012-2013: 40 policy documents and reports
(b) Improved timeliness of submission of documentation and performance reports to governing bodies	(b) Increased percentage of pre-session documents submitted in accordance with the deadline *Performance measures* 2008-2009: 80 per cent of pre-session documents Estimate 2010-2011: 87 per cent of pre-session documents Target 2012-2013: 90 per cent of pre-session documents

(c) Financial resources to deliver medium-term strategic and institutional plan results available	(c) Increased percentage of resource targets for non-earmarked and earmarked funding met *Performance measures* 2008-2009: 93 per cent for non-earmarked and 100 per cent for earmarked Estimate 2010-2011: 95 per cent for non-earmarked and 100 per cent for earmarked Target 2012-2013: 97 per cent for non-earmarked and 100 per cent for earmarked
(d) Programme of work is effectively managed	(d) Increased percentage of the planned programme of work implemented effectively and in a timely manner, as reflected in the biennial programme performance report and progress reports presented to the Committee of Permanent Representatives *Performance measures* 2008-2009: 93 per cent Estimate 2010-2011: 95 per cent Target 2012-2013: 98 per cent
(e) Institution aligned to deliver medium-term strategic and institutional plan results	(e) Percentage of key restructuring decisions implemented as recommended by organizational review *Performance measures* 2008-2009: 5 per cent Estimate 2010-2011: 20 per cent Target 2012-2013: 100 per cent

External factors

15.33 The Office of the Executive Director is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States will continue to effectively support UN-Habitat with necessary resources, and supportive institutional and policy frameworks; and (b) Governments and other Habitat Agenda partners will continue to prioritize human settlements issues.

Outputs

15.34 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Commission on Sustainable Development (transport and waste management) (1); twenty-fourth session of the Governing Council of UN-Habitat (1); sixth session of the World Urban Forum (1); regional inter-ministerial meetings (1); Committee of Permanent Representatives regular meetings (8);

(ii) Parliamentary documentation: reports to the Economic and Social Council on the coordinated implementation of the Habitat Agenda (2); documentation for the Commission on Sustainable Development (transport and waste management) (1); reports of the Secretary-General to the General Assembly at its sixty-seventh and sixty-eighth sessions under the agenda item on human settlements (2); documentation for the sixth session of the World Urban Forum (1); documentation for the twenty-fourth session of the Governing Council (6); progress report of the Executive Director to the twenty-fourth session of the Governing Council (1); progress report of the Executive Director on the implementation of the medium-term strategic and institutional plan for 2008-2013 (1); reports of the Executive Director on cooperation within the United Nations system and with Habitat Agenda partners (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: biennial work programme 2014-2015 (1); programme performance report for the biennium 2012-2013 (1); strategic framework 2014-2015 (1); UN-Habitat annual report (2); *Urban World* (8);

(ii) Non-recurrent publications: on the medium-term strategic institutional plan 2014-2020 (1); biennial progress reports of the Executive Director on the implementation of the medium-term strategic and institutional plan 2008-2013, the work programme and budget to the Committee of Permanent Representatives (4); publications catalogue (2); UN-Habitat contribution to: *Yearbook of the United Nations*, the Cities Alliance report, *United Nations Chronicle* and other United Nations publications (8);

(iii) Exhibits, guided tours, lectures: exhibits and information materials for the World Urban Forum, World Habitat Day, the Governing Council and other events, guided tours and lectures, international and regional book fairs, lead agency support for the United Nations Pavilion at the International Expo (10);

(iv) Booklets, fact sheets, wallcharts, information kits: booklets, pamphlets, fact sheets and information kits for World Habitat Day and the sixth session of the World Urban Forum (50); UN-Habitat brochure (2);

(v) Press releases, press conferences: global campaign advocacy materials delivered by UN-Habitat and campaign partners, press and web releases, media interviews, contributions to newspapers, speeches, radio broadcasts and video footage for global broadcast on human settlements issues, projects and events, such as the World Urban Forum and World Habitat Day (25);

(vi) Special events: coordination of World Habitat Day (1); meetings with donors for resource mobilization (1);

(vii) Technical material: advocacy support for the World Urban Campaign (1); coordination and support of Programme/project review committee (1); e-debates in support of the sixth session of the World Urban Forum (1); developing correspondence tracking systems to support timely response to correspondence (1); inputs to the Commission on Sustainable Development (2); a marketing strategy including the United Nations Goodwill Ambassador Programme (1); a multilingual, multimedia website and interactive Internet tools (e-discussions, surveys and social media) (1); a partners'

database (including press and media partners) (1); developing a system for institutionalizing results-based management and results-based budgeting (1); project implementation and monitoring tool (1); results-based annual report on monitoring and evaluation activities of UN-Habitat (2); social media communications strategy (1); updated catalogue of UN-Habitat products and services as a resource mobilization tool (2); updated database of programmes and projects (1); web-based urban portal for knowledge sharing and exchange among Habitat partners (1);

(viii) Audio-visual resources: electronic and print catalogue of all UN-Habitat publications and audio and video issuances, including films, videotapes, radio broadcasts, B-rolls of news, public service announcements, documentaries and short feature programmes on human settlements issues, projects and events, such as the World Urban Forum and World Habitat Day (30); media material, including press releases, audio-visual material and press conferences for the organization (30);

(c) Technical cooperation (regular budget/extrabudgetary):

Training courses, seminars and workshops: integrated capacity-building programme in results-based planning, programme management, monitoring and evaluation (training seminars, mentoring and systematic on-the-job learning) (1); media workshop on urbanization for journalists and senior managers (1).

Table 15.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	3 745.7	3 947.3	14	17
Non-post	607.3	530.5	—	—
Subtotal	**4 353.0**	**4 477.8**	**14**	**17**
Extrabudgetary	21 434.0	26 520.4	31	45
Total	**25 787.0**	**30 998.2**	**45**	**62**

15.35 The amount of $3,947,300 for posts, reflecting an increase of $201,600, would support the 17 posts (1 USG, 2 D-1, 3 P-5, 2 P-3, 2 General Service (Other level) and 7 Local level), as reflected in table 15.9. The increase relates to the proposed inward redeployment of three Local level posts (Press and Media Liaison Assistant, Publications Assistant and Representation and Protocol Assistant) from subprogramme 2, Monitoring the Habitat Agenda, in line with the Advisory Committee recommendations (A/60/7), as mentioned in paragraph 15.15 (a) above.

15.36 The amount of $530,500 in non-post resources would provide largely for other staff costs, travel of staff, general operating expenses and other operational requirements. The decrease of $76,800 in non-post resources relates to reduced requirements under travel costs reflecting efforts to maximize the use of videoconferencing and back-to-back missions, lower printing costs envisaged to prepare outputs planned for the period 2012-2013, and under supplies and materials. The decrease is partly offset by the additional requirement estimated to replace furniture in the New York office based on the standard cost.

15.37 During the biennium 2012-2013, expected extrabudgetary resources amounting to $26,520,400 would provide for 45 posts (23 of the Professional and higher category and 22 General Service and

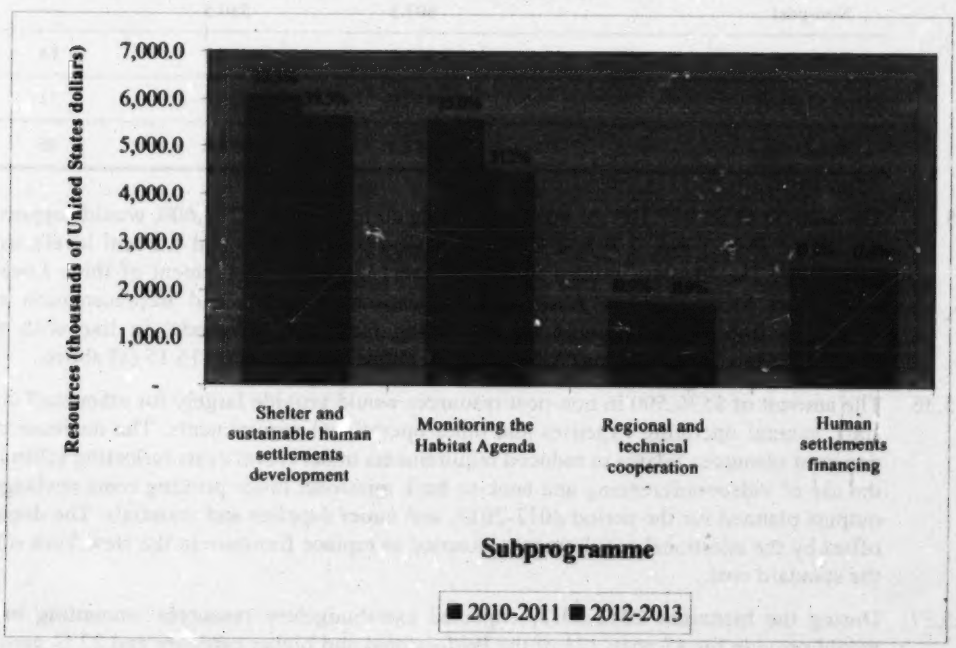
Local level), as reflected in table 15.9, and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. The amount reflects an increase of $5,086,400 compared to the estimates for 2010-2011, which is primarily the result of the inward deployment of posts and associated resources in line with the organizational realignment of information services activities, offset by a reduction in projected earmarked project activities, and the realignment of expenditures for reimbursement of services provided by the United Nations Office at Nairobi to subprogramme 3.

C. Programme of work

Table 15.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
1. Shelter and sustainable human settlements development	6 058.3	5 596.3	23	21
2. Monitoring the Habitat Agenda	5 538.6	4 428.9	23	17
3. Regional and technical cooperation	1 715.5	1 682.0	5	5
4. Human settlements financing	2 497.6	2 467.2	9	9
Subtotal	**15 810.0**	**14 174.4**	**60**	**52**
Extrabudgetary	294 159.3	**329 733.6**	131	116
Total	**309 969.3**	**343 908.0**	**191**	**168**

Regular budget resource requirements by subprogramme



Subprogramme 1
Shelter and sustainable human settlements development

Resource requirements (before recosting): $5,596,300

15.38 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. Based on its comparative advantage and in line with the institutional plan, the subprogramme will take the lead in the implementation of the focus area on the promotion of participatory urban planning, management and governance and on the promotion of pro-poor land and housing. It will also contribute to the other three, which are cross-cutting areas.

15.39 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 12 of the strategic framework for the period 2012-2013.

Table 15.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve urban planning, management and governance and access to land and housing at the national and local levels for sustainable urbanization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies, legislation and strategies support inclusive urban planning, management and governance	(a) (i) Extent to which sustainable urbanization principles are incorporated into policies, legislation and strategies in targeted countries with assistance from UN-Habitat, as evidenced by the number of countries that have partially or extensively incorporated principles of equity, economic and ecologic, into policies legislation and strategies in an integrated way *Performance measures* (Number of countries that have partially or extensively incorporated principles of equity, economic and ecologic) 2008-2009: 40 Estimate 2010-2011: 44 Target 2012-2013: 56 (ii) Increased number of crisis-prone and post-crisis countries working with UN-Habitat, whose urban planning, management and governance policies, legislation and strategies incorporate urban risk and vulnerability-reduction measures

	Performance measures 2008-2009: 30 countries Estimate 2010-2011: 32 countries Target 2012-2013: 34 countries
(b) Strengthened institutions promote sustainable urbanization	(b) Degree to which strengthened institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development, as evidenced by the number of strengthened institutions that are either fully or partially applying newly acquired tools and knowledge *Performance measures* (Number of institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development) 2008-2009: 10 institutions Estimate 2010-2011: 20 institutions Target 2012-2013: 30 institutions
(c) Cities implement inclusive urban planning, management and governance	(c) Increased number of cities effectively implementing inclusive urban planning, management and governance with assistance from UN-Habitat *Performance measures* 2008-2009: 112 cities Estimate 2010-2011: 139 cities Target 2012-2013: 209 cities
(d) Improved land and housing policies implemented and increased security of tenure	(d) (i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing the above-mentioned policies

	Performance measures
	(Number of countries working with UN-Habitat in implementing policies)
	2008-2009: 28 countries
	Estimate 2010-2011: 30 countries
	Target 2012-2013: 32 countries
	Performance measures
	(Number of countries that have completed implementing policies)
	2008-2009: 2 countries
	Estimate 2010-2011: 4 countries
	Target 2012-2013: 6 countries
	(ii) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat
	Performance measures
	(Number of countries and partners implementing or completed implementing policies)
	2008-2009: 21 countries/partners
	Estimate 2010-2011: 25 countries/partners
	Target 2012-2013: 29 countries/partners
(e) Slum improvement and prevention policies under implementation	**(e) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies**
	Performance measures
	2008-2009: 24 countries
	Estimate 2010-2011: 26 countries
	Target 2012-2013: 28 countries

External factors

15.40 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be minimal risks associated with changes in Government and related policies that could slow down the progress of initiatives on land and housing; and (b) Member States will respond positively to the guidelines and recommendations provided and will ensure the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated through UN-Habitat activities.

Outputs

15.41 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Parliamentary documentation: contribution to the twenty-sixth session of the United Nations Environmental Programme (UNEP) Governing Council and the Environment Management Group (2); documentation for the Commission on Sustainable Development (1); documentation for the twenty-fourth session of the Governing Council (1);

(ii) Ad hoc expert groups: ad hoc expert group meetings on innovative land policies, tenure and management issues (1); Advisory Group of Experts on Decentralization (1); country-level meeting on best practices on slum-upgrading and prevention at the country level (3); cross-sectoral regional expert group meeting on integrated urban planning, management and governance (1); on development of urban strategy tools (1); to explore innovative governance arrangements to promote sustainable urban patterns for the green economy (1); on alternatives approaches to forced evictions (1); on institutional and fiscal arrangements in decentralized service delivery (1); on organizational capacity-building for local government training providers in the field of climate change and urban environment (1); in preparation for the third United Nations Conference on Housing and Sustainable Urban Development (1); on policies and strategies for urban risk reduction and resilient cities (1); on urban planning for human settlements in a crisis context (1); on safety and urban planning, policing and public spaces; safety in post-disaster recovery situations; urban safety and human security, urban vulnerability to organized crime, corruption, armed violence (7); on best practices on slum-upgrading and prevention (1); on global housing sector strategy (1); global seminar on strengthening urban programmes of tertiary education institutions (1); interregional meeting on best practices on slum-upgrading and prevention (1); international urban safety and social cohesion conference (1); on capacity-building for undertaking common urban risk assessments (1); on governance policies related to local and national responses to cities in climate change (1); on pro-poor and gender-sensitive land policies and tenure, land management and property administration, including women's equal tenure (1); on pro-poor and gender-sensitive land tenure, land management and property administration issues (1); on sustainable housing, sustainable building practices and low-cost building materials and construction technologies (1); regional conference of mayors on urban safety (1); regional conference of ministers (2); review of planning policy and legislation to incorporate urban sustainability (1); United Nations Advisory Committee of Local Authorities expert group meeting and interface symposium of United Nations agencies and local authorities (1); World Urban Campaign core components (1); good policies and enabling legislation (2); tools and methods (3); living practices (6);

(iii) Assistance to representatives, rapporteurs: backstopping and rapporteur assistance to African and Asia-Pacific Ministerial Conferences on Housing and Urban Development (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: annual report documenting cases of forced eviction and alternative approaches to forced eviction (2);

(ii) Non-recurrent publications: housing sector profile (2); knowledge product produced and disseminated on sustainable housing, sustainable building practices and low-cost building materials and construction technologies (1); publication on inclusion of urban safety and social cohesion in national public security policies (4); publication on the impact assessment and case studies on decentralization (1); publication on urban planning policies to include multidimensional risk analysis for prevention and preparedness to natural and human-made disasters (3); publications on governance, decentralization and urban safety through urban planning, urban vulnerability reduction, and urban multidimensional resilience (2); report documenting cases of forced eviction and alternatives approaches to forced eviction (1); report on study of correlation between governance and sustainability in select cities (1); studies on pro-poor and gender-sensitive land tenure, land management and property administration (2); study on innovative, pro-poor and gender-sensitive land policies and land tenure (1); study on the theme "Localizing the Hyogo Framework for Action: lessons from selected cities" (1); study reports on pro-poor and gender-sensitive land tenure, land management and property administration (2); World Urban Campaign partners' annual report (1);

(iii) Booklets, fact sheets, wallcharts, information kits: information material (booklets) on housing, land property rights in crisis context (2); advocacy and other information materials produced on slum improvement and prevention focusing on land tenure and management issues (1); booklets and articles on the assessment of the capacity to deliver urban disaster risk reduction and preparedness programmes through participation in the International Strategy for Disaster Reduction campaign "Making Cities Resilient" (1); booklets, pamphlets and fact sheets and other advocacy and information materials produced on innovative land policies, tenure and management issues (2); booklets, pamphlets, fact sheets and other advocacy and information materials produced on land tenure, land management and property administration (4); documentation of urban planning policies and practices (city and country level) (4); fact sheet on promoting the urban dimension of sustainable development for the United Nations Conference on Sustainable Development (Rio+20) (1); bulletin on human settlements in crisis (4); urban risk reduction fact sheet (1); World Urban Campaign brochures, partners' booklets, posters, and pamphlets in six languages (1); World Urban Campaign video presentation, web platform, and podcasts (1);

(iv) Special events: Meeting of the Executive Committee for Humanitarian Affairs (1); meetings of the Inter-Agency Standing Committee principals (6); meetings of the Inter-Agency Standing Committee working group (6); meetings of the Economic and Social Council humanitarian segment (2); Sustainable Urban Development Network: World Urban Forum sixth session dialogue on city management with associated supplementary exhibition (1); support to International Strategy for Disaster Reduction Global Platform (4); United Nations Advisory Committee of Local Authorities dialogues on local governments, including associated supplementary debates, during the sixth session of the World Urban Forum and the twenty-fourth session of the Governing Council (2); the World Urban Campaign Steering Committee meeting at the World

Urban Forum (1); partners' round-table meeting at the World Urban Forum (1); partners' dialogue during the twenty-fourth session of the Governing Council (1); World Urban Forum sixth session dialogue meeting on the topic related to urban environment and planning (1); dialogue meeting on governance-related topics with associated supplementary debates (1);

(v) Technical material: urban risk reduction guidelines (1); a manual on the disaster management programme for sustainable relief and reconstruction (rolled-out and published) (1); adaptation and rollout of local economic development strategic planning tools to guide provincial and district planning (1); annual publication of shelter projects documenting shelter initiatives (2); capacity-building methodology for local government training institutes (1); climate change for local government training institutes (e-publication) (1); climate change sensitivity tool on sustainable housing, sustainable building practices and low-cost building materials and construction technologies developed, tested, published and disseminated (1); compendium of case studies on cities and city regions applying green economy principles with particular regard to strategic planning and urban mobility (1); curriculums for disaster management programmes, including a sustainable relief and reconstruction framework at the national, regional and global levels (1); geo-information tools for urban planning in the Lake Victoria region (1); governance toolkit (1); guidance note for urban planning for human settlements in crisis context (1); guide on slum-upgrading and prevention (1); guidelines for city development strategies, taking into account climate change and urban finance issues (1); guidelines for hazard resistant housing reconstruction for vernacular architecture (1); guidelines for multi-level governance reform to address the challenge of climate change (1); guidelines for sustainable cities and wetland management (1); guidelines for urban planning policy review at the national level (frameworks for sustainability) (1); guidelines on housing, land and property rights in crisis context (1); guidelines on strengthening education, research, knowledge management and partnerships for Habitat partner universities (1); guidelines on urban planning, management and governance (4); guidelines to promote sustainable urban patterns for the green economy (1); manual of best practices in managing and maintaining municipal infrastructure and services (1); online resource and online training modules for disaster management for practitioners, Habitat programme managers, UN-Habitat staff on sustainable relief and reconstruction framework (1); popularized dissemination by repackaging and translation of selected key materials on urban planning, management and governance (2); post-conflict needs assessment tools (1); post-conflict/disaster country land studies (2); post-conflict/disaster shelter studies (2); practice note on strengthening education, research, knowledge management and partnerships for Habitat partner universities (1); quick guide developed on climate change for policymakers in Asia and the Pacific (1); quick guide on green economy produced (1); quick guide on urban planning targeted to civil society organizations (3rd vol.) (1); quick guides series developed on sustainable urban development (focusing on housing) (2); regional training facilities established in four regions and curriculums developed for national and regional courses on urban safety, local crime and violence prevention, urban policing (6); Sustainable Urban Development Network web-portal improvements and upgrade (1); safer cities toolkit (1); sustainable relief and reconstruction manual (1); technical guide on housing, land and property issues in a crisis context (1); tools and guidelines on innovative land policies, tenure and management issues (3); tools and guidelines on innovative land policies, tenure and management issues (1); tools for cross-divisional monitoring of human settlements facing or recovering from crisis and knowledge-sharing mechanisms (1); tools for urban

risk identification and mapping (1); tools on cities and biodiversity (2); tools to support the implementation of urban planning legislation (2); tools/guidelines for developing and prioritizing spatial planning strategies (1); training and capacity-building e-newsletter produced for increased advocacy on issues of climate change, urban economic development and urban safety (4); training manual on deploying social inclusion tool (1); training materials (online resources) produced on climate change and urban planning course material in support of university curriculums (2); training toolkits and guides on land tenure and land management issues (2); urban risk reduction and improved preparedness action plan (1); web-based clearing house for case studies and research on cities and climate change (1); webpage connectivity among practitioner networks through new media and technology (6); World Urban Campaign catalogue of tools and materials (1); World Urban Campaign good policies and enabling legislation for better cities (1);

(vi) Audio-visual resources: DVD on pro-poor and gender-sensitive land tenure, land management and property administration issues (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: for enhancing local economic development capacities of local authorities (2 instances); advisory services for enhancing financial management capacities of local authorities (1 instance); advisory services for training impact evaluation (1 instance); in support of the Inter-Agency Committee on the Decade of Education for Sustainable Development (2 instances); for coordinated and integrated service delivery and local economic development (6 instances); for a global network for safer cities (1 instance); for post-crisis housing reconstruction (4 instances); for spatial planning in Palestine (1 instance); for the review of urban planning policies at the national level in selected countries (1 instance); for the review of urban policies from a climate change perspective (1 instance); for urban planning for human settlements in four crisis Member States (4 instances); for 20 countries on governance-related tools (20 instances); for key partners (i.e., urban planning associations and residents' associations) on strengthening uptake of sustainable urban planning principles and tools (4 instances); for Member States and local governments on strategic planning and sustainable urban mobility (2 instances); for Member States, intergovernmental bodies and United Nations representatives, including the World Bank, on slum prevention and upgrading by addressing land-related issues (1 instance); for Members States and local governments on urban environment (2 instances); for national Governments on the implementation of the guidelines on decentralization (5 instances); for promoting urban responses to climate change and biodiversity, within the framework of collaboration with United Nations Framework Convention on Climate Change and the Convention on Biological Diversity (4 instances); for reviewing and strengthening urban planning initiatives (3 instances); for strengthening local government training institutes at the national and regional levels to deliver leadership development programmes targeting city leaders (3 instances); for 20 institutions on governance-related tools (5 instances); advisory services/technical assistance on innovative pro-poor and gender-sensitive land policies to Member States, intergovernmental bodies and United Nations representatives, including the World Bank, carried out by UN-Habitat or partners (2 instances); advisory services/technical assistance on pro-poor and gender-sensitive land tenure, land management and property administration issues to Member States, intergovernmental bodies and United Nations representatives, including the World Bank, carried out by UN-Habitat or partners (3 instances); extended joint work programme between the World Bank, UNEP and UN-Habitat on cities and climate

change in four countries (1); implementation plan for the 2008-2013 strategic framework of collaboration between UNEP and UN-Habitat (1); international cooperation and inter-agency coordination on UN-Habitat joint initiatives with UNEP (1 instance); sustainable relief and reconstruction manual (1); technical advice on housing, land and property issues in crisis-affected countries (4 instances); technical advice on urban risk reduction (4 instances); training needs assessment and training strategy development in the land sector (2 instances);

(ii) Training courses, seminars and workshops: capacity-building on urban preparedness for cities' improved emergency response training (2); cross-continental participatory budgeting workshops for 60 participants (3); disaster management programme local, national, regional and global training programmes for practitioners, Habitat programme managers and UN-Habitat staff on sustainable relief and reconstruction framework (4); global meeting on strengthening urban programmes of tertiary education institutions; Cities in Climate Change Initiative (1); international executive training on enabling the housing sector to work (1 instance); national workshops for 20 participants to review urban planning policy and legislation tools (3); regional courses for local government training institutes to enhance competencies and to roll-out UN-Habitat climate change tools for 50 participants (2); regional training on applying green economy principles with particular regard to strategic planning and urban mobility (3 instances); regional training on the role of geo-information in urban planning in the Lake Victoria region (1 instance); regional workshop on enabling the housing sector to work (1); research symposium for academia, researchers, local government and private sector (2); stakeholder workshops for vision formulation and draft city plans in the Lake Victoria region (4); subregional and national training courses held with local government training institutes and local governments to enhance capacities on sustainable urbanization (6); technical exchange visits between cities and city regions to learn from each other about strategic planning and urban mobility approaches for the green economy (6); training courses on the administration of governance, decentralization and inclusion tools (2); training for local governments on sustainable urban development for 35 participants (4); training held at the sixth session of the World Urban Forum (1 instance); training on expanded application of common city greenhouse gas standards for 20 participants (1 instance); training on gender in local governance at the global, regional and national levels, for 60 participants (2); training on housing, land and property management in crisis contexts (4 instances); training on pro-poor and gender sensitive land tenure, land management and property administration (4 instances); training on quick guides to urban planning for policymakers at the national and regional levels and on barefoot planners guides for 25 participants (2 instances); training on sustainable communities targeting mid-level planners and managers for 30 participants (1 instance); training programme and tours for planners in the Lake Victoria region (2); training programme on the right to adequate housing (1); training for 25 participants on urban planning for human settlements in crisis context (3 instances); training on urban measures to promote the local green economy for 60 participants (1); urban risk reduction training courses in five countries (1); workshop on climate change adaptation for cities in crisis (2); workshop on innovative mobilization of municipal financing for 30 partners and participants from municipalities (1); workshops in support of development of the urban research network (2); workshops on monitoring the housing security and crisis policy (4); workshops on promoting local/national dialogues for climate change mitigation and adaptation action (4);

(iii) Field projects: assistance to Member States, through an enhanced normative and operational framework, to implement sustainable housing demonstration projects, with a focus on sustainable building practices and low-cost building materials and construction technologies (1 instance); disaster management programme in post-crisis areas (response) in at least three cities for preparedness, prevention and monitoring of vulnerabilities (i.e., cross-cutting) (3); enhanced normative and operational framework project on pro-poor, gender-sensitive policies and reforms related to a crisis context for land tenure and management (1); enhanced normative and operational framework project on pro-poor, gender-sensitive policies and reforms related to land tenure and management in Member States (2); field projects on housing, land and property issues in crisis contexts (4); field projects with regional offices supporting urban safety, social cohesion and human security at the local and national levels in Latin America and the Caribbean, Asia, Africa and Eastern Europe (4); project to study the impact of reduced crime and violence on finances for sustainable urbanization (1); project to support the operationalization of a UN-Habitat platform on urban resilience (1); projects that support cities to access the global environment facility and adaptation fund (2); projects to develop and implement city-wide climate action plans in six countries (6).

Table 15.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	5 418.0	5 139.2	23	21
Non-post	640.3	457.1	—	—
Subtotal	**6 058.3**	**5 596.3**	**23**	**21**
Extrabudgetary	27 228.7	34 931.3	33	27
Total	**33 287.0**	**40 527.6**	**56**	**48**

15.42 The amount of $5,139,200 for posts, reflecting a decrease of $278,800, would support 21 posts (1 D-1, 4 P-5, 3 P-4, 5 P-3, 2 P-2 and 6 Local level) as reflected in table 15.12. The decrease is due to the proposed outward redeployment of two posts to programme support (1 P-4 Programme Planning and Coordination Officer and 1 Local level Programme Assistant), in line with the recommendations of the Advisory Committee mentioned in paragraph 15.15 (a) above. The decrease is partly offset by the delayed impact of a P-3 post established in the biennium 2010-2011.

15.43 The amount of $457,100 in non-post resources would provide overall requirements for consultant and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The decrease in requirement amounting to $183,200 relates mainly to non-post resources associated with the proposed outward redeployment mentioned in the preceding paragraph and a reduction in requirements for consultants and production costs envisaged for the preparation of the planned outputs for 2012-2013, under supplies as a result of the automation of various business processes, and under furniture and equipment based on their still available serviceable life.

15.44 During the biennium 2012-2013, expected extrabudgetary resources amounting to $34,931,300, reflecting an increase of $7,702,600, would provide for 27 posts (16 in the Professional and higher

category and 11 Local level), as reflected in table 15.12, and the non-post resources to carry out operational projects and other substantive activities. The increase in resources is mainly on earmarked project budgets to support normative activities and is in line with historical trends.

Subprogramme 2
Monitoring the Habitat Agenda

Resource requirements (before recosting): $4,428,900

15.45 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The Division is responsible for monitoring progress towards the attainment of the goals of the Habitat Agenda, and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation. The Division leads in the implementation of the focus area on the medium-term strategic and institutional plan, namely effective advocacy, monitoring and partnerships, and also contributes to all the other focus areas.

15.46 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 12 of the strategic framework for the period 2012-2013.

Table 15.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve monitoring of progress towards the attainment of internationally agreed human settlements goals and targets and raise awareness of sustainable urbanization issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels	(a) (i) Upward trend in downloads of the *State of the World's Cities* report and the *Global Report on Human Settlements* from the UN-Habitat website *Performance measures* 2008-2009: 11,200 downloads Estimate 2010-2011: 15,000 downloads Target 2012-2013: 20,000 downloads (ii) Increased number of Government and Habitat Agenda partner institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes

Performance measures

2008-2009: 65 Government and Habitat Agenda partner institutions

Estimate 2010-2011: 200 Government and Habitat Agenda partner institutions

Target 2012-2013: 350 Government and Habitat Agenda partner institutions

(b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy

(b) (i) Level of partners (by category) contributing to sustainable urbanization policy formulation and implementation with support from UN-Habitat, as evidenced by the number of partners contributing to policy formulation and implementation in sustainable urbanization

Performance measures

2008-2009: 203 partners

Estimate 2010-2011: 256 partners

Target 2012-2013: 319 partners

(ii) Increased number of youth groups participating in policy formulation and implementation in human settlements programmes

Performance measures

2008-2009: 25 youth groups participating in policy formulation

Estimate 2010-2011: 30 youth groups participating in policy formulation

Target 2012-2013: 100 youth groups participating in policy formulation

Performance measures

2008-2009: 26 youth groups participating in policy implementation

Estimate 2010-2011: 29 youth groups participating in policy implementation

Target 2012-2013: 100 youth groups participating in policy implementation

(iii) Increased number of human settlements programmes that mainstream gender and promote women's empowerment

Performance measures

2008-2009: 37 human settlements programmes

Estimate 2010-2011: 40 human settlements programmes

Target 2012-2013: 45 human settlements programmes

(iv) Increased number of partnerships promoting gender equality in sustainable urbanization issues

Performance measures

2008-2009: not applicable

Estimate 2010-2011: 20 partnerships

Target 2012-2013: 30 partnerships

(c) Monitoring of sustainable urbanization conditions and trends improved

(c) (i) Increased number of local and national urban observatories producing evidence for policymaking and implementation with support from UN-Habitat

Performance measures

2008-2009: 140 local and national urban observatories

Estimate 2010-2011: 160 local and national urban observatories

Target 2012-2013: 200 local and national urban observatories

(ii) Degree to which local and national urban observatories adopt UN-Habitat urban indicator guidelines, as evidenced by the number of local and national observatories that have partially and fully adopted guidelines

	Performance measures 2008-2009: 135 local and national urban observatories Estimate 2010-2011: 145 local and national urban observatories Target 2012-2013: 165 local and national urban observatories
(d) Improved awareness among Governments, and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development	(d) (i) Upward trends in requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on urban economic development and finance systems *Performance measures* 2008-2009: 20 requests Estimate 2010-2011: 30 requests Target 2012-2013: 70 requests (ii) Increased number of requests from Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat *Performance measures* 2008-2009: 9,000 requests Estimate 2010-2011: 15,000 requests Target 2012-2013: 25,000 requests

External factors

15.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) Member States will support the creation and maintenance of Habitat Agenda monitoring mechanisms at the national and local levels; (b) Member States will request technical advisory services and respond positively to follow-up of the advisory services rendered; and (c) there will be sufficient political will in support of gender equality, women's rights and empowerment activities at the national and global levels.

Outputs

15.48 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Parliamentary documentation: concept paper on the World Urban Forum (1); report to the Statistical Commission (1);

(ii) Ad hoc expert groups: expert group meetings: Dubai International Award for Best Practices technical meeting (1); Dubai International Award jury (1); Sheikh Khalifa Bin Salman Al Khalifa Award jury (1); Rafik Hariri Memorial Award jury (1); urban legislation (1); the Global Report on Human Settlements (2); habitat debate in Russian (1); meeting of private sector organizations on reviewing private sector practices engagement towards sustainable urbanization (1); meeting of professionals networks on specialized areas of the professionals charter for sustainable urbanization (1); monitoring secure tenure (2); State of the World's Cities Report 2012 (1); State of the Youth Report 2012 findings (1); the draft charter of global parliamentarians (1); urban indicator programme tools in city census (3);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Global Report on Human Settlements 2013: Sustainable urban transport (1); State of the World's Cities Report 2012 (1);

(ii) Non-recurrent publications: abridged edition of Global Report on Human Settlements 2013: Sustainable urban transport (1); assessment of existing urban legislation, policies and regulation (1); cities and citizens series (4); development models and tools of villages, towns and cities (2); documentation and dissemination of best/good practices lessons learned (1); fiscal reforms and economic development (2); global urban economic dialogue report (1); local government finance systems (4); public-private partnership in economic and financial development (2); on learning from the business award on sustainable urbanization: experiences from best practices in the private sector towards better cities (1); human settlements finance systems (4); small town economic development and finance (2); state of global urban economy and finance (1); State of the Urban Youth Report (1); sustainable economic development (1); urban-rural integrated development (4); Women in Cities report (1);

(iii) Booklets, fact sheets, wallcharts, information kits: ad hoc booklet of State of World Cities 2012, published with the European Union and UN-Habitat (1);

(iv) Special events: Gender equality action assembly (1); Global Parliamentarians Conference, on parliamentarians' role for sustainable urbanization (1); Women Roundtable and World Urban Forum (1); World Urban Forum board meetings, e-debates, round tables and special sessions on: world Urban Youth Assembly; youth round table session; civil society organizations; Arab civil society organizations special session; Global Habitat Business Award for Better Cities, delivered at the Habitat Business Forum; global Parliamentarians on Habitat round-table meeting (1); Youth Advisory Board meeting at the twenty-fifth session of the Governing Council (1);

(v) Technical material: Best practice database (web-based Urbaninfo) (1); civil society charter (1); community-based initiatives and poverty reduction (1); global indicator atlas (1); global urban indicator database (1); guide to urban observatory (1); guidelines for mainstreaming youth in economic development (1); guidelines for strengthening capacities of civil society organizations in lobbying Governments (1); human settlements financing tools and best practices (4); localizing urban indicator programme (local, national and regional levels) (1); materials (manuals, guidelines and toolkits) on eco-friendly approaches to economic development (2); set of materials on small- and medium-sized town development and planning (1); policy analysis report on the theme of sustainable urbanization (1); redesigned updated database on policies and best practices (1); report of the fourth Asia-Pacific Ministerial Conference on Housing and Urban Development (1); report on the implementation of the parliamentarians charter

for sustainable urbanization (1); toolkit manual for municipal workers for active participation in policy formulation (1); tools and best practices on gender mainstreaming in field activities (1); tools for youth entrepreneurship and employment (1); tools on local economic development and policies (1); UN-Habitat lecture DVDs (1); web-based Urbaninfo database (4);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: for mainstreaming social development in the economic development process (1 instance); for sustainable urban economic development strategies and policy improvement (2 instances); for gender mainstreaming in local governance (2 instances); for infrastructure and economic development (1 instance); for gender equality for smarter cities (1 instance); for housing finance and municipal finance strategies and policy improvement to local governments in four regions (4 instances); for social empowerment and development (2 instances); for strengthening capacities of local governments in urban economic, social, environmental development and finance (2 instances); support for countries and cities on data collection/analysis (1 instance); support for countries and cities on the use of national census (1 instance); support to Governments to assess their urban legislation (6 instances); for sustainable economic development strategy and policy improvement (4 instances); for urban economic development and management strategies and policies (4 instances);

(ii) Training courses, seminars and workshops: training to raise awareness on the importance and relevance of planning legislation (3); capacity-building course on gender mainstreaming in human settlements developments (2); capacity-building courses on gender mainstreaming in local governance (2); civil society organizations dialogue series workshops (4); on eco-friendly economic development in cities (2); European Parliamentarians for Africa workshop and conferences related to sustainable urbanization (2); local economic development and planning training for local governments in Asia and Africa for 40 participants (2 instances); local finance and fiscal reforms workshop for 30 participants (2); pro-poor housing finance and community-based initiatives training for local governments in Asia and Africa for 20 participants (2 instances); small- and medium-sized town development and planning (2); social empowerment of disadvantaged people (1); sustainable urban economic development training for local Governments in Asia and Africa for 30 participants (2 instances); training on urban observatory and urban indicator programme in Asia, Africa and the Arab region (5 instances); Urbaninfo training in 10 selected countries in Asia, Africa and Arab regions (4 instances); urban poverty reduction and sustainable economic development (1);

(iii) Field projects: capacity development project for cities in urban economic, social, environmental development and finance (2); community-based and cooperative initiatives (5); eco-friendly economic development and sustainable urban development project (1); field projects on inclusion of young people in policy formulation of sustainable urbanization policies in Zambia, Rwanda, Mozambique and Nigeria (4); infrastructure and local economic development project (2); support for women's network projects in human settlements (2); urban-rural integrated development project (2); youth opportunity fund (1).

Table 15.14 **Resource requirements: subprogramme 2**

Category	Resources (thousands of United States dollars) 2010-2011	2012-2013 (before recosting)	Posts 2010-2011	2012-2013
Regular budget				
Post	4 861.1	3 991.4	23	17
Non-post	677.5	437.5	—	—
Subtotal	**5 538.6**	**4 428.9**	**23**	**17**
Extrabudgetary	27 265.8	25 038.6	32	27
Total	**32 804.4**	**29 467.5**	**55**	**44**

15.49 The amount of $3,991,400 would provide for the 17 posts (1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2 and 5 Local level) reflected in table 15.14. The decrease of $869,700 relates to the proposed outward redeployment of six posts: (i) three posts (1 P-4 Finance Management Officer, 1 P-3 Programme Management Officer and 1 Local level Administrative Assistant) to programme support; and (ii) three Local level posts (Press and Media Liaison Assistant, Publications Assistant, and Representation and Protocol Assistant) to the Office of External Relations under executive direction and management, as reflected in paragraph 15.15 (b) (ii) above.

15.50 The amount of $437,500 in non-post resources would provide largely for: consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The decrease of $240,000 relates mainly to non-post resources associated with the proposed outward redeployment of six posts mentioned in the preceding paragraph and reductions in requirements for consultants and production costs envisaged for the preparation of the planned outputs for 2012-2013, for supplies and materials owing to the automation of various business processes, and for furniture and equipment based on efforts to extend their serviceable life.

15.51 During the biennium 2012-2013, expected extrabudgetary resources amounting to $25,038,600, reflecting a decrease of $2,227,200, would provide for 27 posts (16 in the Professional and higher category and 11 Local level), as reflected in table 15.14, and non-post resources for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The decrease in the estimates reflects projected earmarked funding to support normative activities and is in line with historical trends.

Subprogramme 3
Regional and technical cooperation

Resource requirements (before recosting): $1,682,000

15.52 Responsibility for the subprogramme rests with the Regional and Technical Cooperation Division. The Division will not lead, but will participate in, the implementation of all five substantive focus areas of the medium-term strategic and institutional plan, at the country and regional levels through the enhanced normative and operational framework. To achieve the subprogramme's objective and the expected accomplishments, UN-Habitat will combine normative and operational functions, which will include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level, the provision of technical assistance in policy formulation, capacity-building programmes and demonstration projects, which support the normative work of UN-Habitat in developing countries

and countries with economies in transition, in line with the identified national priorities and approved United Nations reforms.

15.53 The subprogramme will be implemented in accordance with the strategy set out in subprogramme 3 of programme 12 of the strategic framework for the period 2012-2013.

Table 15.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve sustainable urbanization through the formulation and implementation of urban and housing policies, strategies and programmes primarily at the national and regional levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved sustainable urbanization policies from local to regional levels	(a) (i) Degree to which national Habitat forums working with UN-Habitat promote a coordinated approach to sustainable urbanization issues, as evidenced by the number of forums partially and fully promoting a coordinated approach on sustainable urbanization issues *Performance measures* (Number of forums partially and fully promoting a coordinated approach on sustainable urbanization issues) 2008-2009: 12 Estimate 2010-2011: 17 Target 2012-2013: 20 (ii) Increased number of national planning instruments, including United Nations Development Assistance Frameworks and poverty reduction strategies, integrating sustainable urbanization issues with support from UN-Habitat *Performance measures* (Number of United Nations Development Assistance Frameworks integrating sustainable urbanization issues) 2008-2009: 23 Estimate 2010-2011: 25 Target 2012-2013: 27

	Performance measures (Number of national planning instruments integrating sustainable urbanization issues) 2008-2009: 20 Estimate 2010-2011: 22 Target 2012-2013: 25 *Performance measures* (Number of poverty reduction strategies integrating sustainable urbanization issues) 2008-2009: 10 Estimate 2010-2011: 12 Target 2012-2013: 14
(b) Improved urban planning, management and governance at the national and local levels	(b) (i) Degree to which comprehensive urban planning, management and governance are promoted from the national level in targeted countries working in collaboration with UN-Habitat, as evidenced by the increased number of countries promoting comprehensive urban planning, management and governance *Performance measures* 2008-2009: 19 countries Estimate 2010-2011: 22 countries Target 2012-2013: 28 countries (ii) Increased number of cities working with UN-Habitat, with improved capacity to apply urban planning, management and governance in post-crisis situations *Performance measures* 2008-2009: 11 cities Estimate 2010-2011: 13 cities Target 2012-2013: 15 cities

(c) Improved access to land and housing	(c) Increased number of cities promoting access to land and housing in targeted countries working with UN-Habitat, including those affected by crises *Performance measures* 2008-2009: 48 cities Estimate 2010-2011: 52 cities Target 2012-2013: 53 cities
(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population	(d) Level of access to environmentally sound urban infrastructures and services, especially in post-crises countries supported by UN-Habitat, as evidenced by the number of countries with improved access to environmentally sound urban infrastructures and services *Performance measures* 2008-2009: 20 countries Estimate 2010-2011: 30 countries Target 2012-2013: 40 countries

External factors

15.54 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) continuing and emerging political and social instability, including natural disasters such as drought, tsunamis, earthquakes and floods, as well as human-made disasters that pose serious threats to programme implementation, will be minimal; and (b) there will be political will among Governments to mainstream urban and housing issues in their national development agendas.

Outputs

15.55 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Parliamentary documentation: ministerial meetings on housing and urban development and regional state of the cities reports (1);

(ii) Ad hoc expert groups: African Ministerial Conference on Housing and Urban Development (1); the Asia-Pacific Ministerial Conference on Housing and Urban Development (1); Ibero-American Forum on best practices (2); ministerial meeting on housing and urban development of the Latin American and Caribbean countries (1); national urban forums (16);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Operational Activities Report (1);

(ii) Non-recurrent publications: biennial country activity report (1); UN-Habitat country programme documents (36); human settlement periodical (1); State of China's Cities Report (1); State of the African and Arab Cities Reports (2); State of the Asian Cities Report (1); State of the Latin American and Caribbean Cities Report (1); urban profile publications (9);

(iii) Booklets, fact sheets, wallcharts, information kits: booklet on access to land and housing (1); booklet on sustainable urbanization at local/regional levels (1); booklet on sustainable urbanization in national planning (1); booklets and pamphlets on expanded environmentally sound basic infrastructure services (5); booklets, pamphlets on sustainable urbanization at local/regional levels (1);

(iv) Technical material: manual on sustainable urbanization in national planning (1); technical material on expanded environmentally sound basic infrastructure services (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services on sustainable urbanization at national/regional levels (4 instances); on the urban environment and climate change (11 instances); on sustainable urbanization at local/regional levels (14 instances); advisory committees for implementation of the international guidelines on access to basic services (1 instance);

(ii) Training courses, seminars and workshops: on sustainable urbanization at local/regional levels (1); training course on the international guidelines on basic services in 10 countries (1); training course on the international guidelines on decentralization for localized basic services/infrastructure (1); training course on access to land and housing (1);

(iii) Field projects on environmentally sound basic infrastructure services projects (31); access to land and housing in 30 counties (30); sustainable urbanization in Africa, Asia and the Pacific, Latin America and Caribbean regions, and Eastern Europe (19); the adaptation and implementation of the guidelines on basic services in 10 countries (10); developing and implementing the international guidelines on decentralization for localized basic services/infrastructure in Senegal, Burkina Faso, Viet Nam, Colombia, Mexico (5); sustainable reconstruction projects in post-conflict and post-disaster countries (22); sustainable urbanization projects at local/regional levels (19); sustainable urbanization projects at local/regional levels (8).

Table 15.16 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 530.5	1 530.5	5	5
Non-post	185.0	151.5	—	—
Subtotal	**1 715.5**	**1 682.0**	**5**	**5**
Extrabudgetary	188 668.2	209 007.3	46	42
Total	**190 383.7**	**210 689.3**	**51**	**47**

15.56 The amount of $1,530,500 for posts would provide for the continuation of five posts (1 D-2, 3 P-4 and 1 Local level), as reflected in table 15.16. The amount of $151,500 in non-post resources

would provide for consultants and experts, travel of staff, general operating expenses and other operational costs. The net increase of $33,500 is due mainly to the requirement for an ad hoc expert group meeting as mandated and prioritized by the Governing Council, partly offset by a decrease in requirements for supplies and materials and furniture.

15.57 During the biennium 2012-2013, expected extrabudgetary resources amounting to $209,007,300, would provide for 42 posts (31 in the Professional and higher category and 11 General Service and Local level), as reflected in table 15.16, and non-post resources. The amount reflects an increase of $20,339,100 from the estimates for 2010-2011 in earmarked funding to support normative activities in line with historical trends, which includes support at the country level, and the realignment of expenditures for reimbursement of services provided by the United Nations Office at Nairobi to this subprogramme from executive direction and management. The extrabudgetary resources would support the implementation of the work programme plan at the country and regional levels through the normative and operational framework. That would include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level and providing technical assistance in policy formulation, capacity-building programmes and demonstration project that support the normative work of UN-Habitat in developing countries and countries with economies in transition, in line with the identified national priorities and approved United Nations reforms.

Subprogramme 4
Human settlements financing

Resource requirements (before recosting): $2,467,200

15.58 Responsibility for subprogramme 4 rests with the Human Settlements Financing Division, which also serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division takes the lead on the focus area on environmentally sound basic urban infrastructure and services, and on the focus area on strengthening human settlements finance systems, as the principal areas of work, while collaborating with and contributing to all other focus areas of the plan.

15.59 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 12 of the strategic framework for the period 2012-2013.

Table 15.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve access to finance, institutional and policy arrangements for housing and basic infrastructure and services for the urban poor	
Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	(a) (i) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat

Performance measures

2008-2009: 1,000,000 people

Estimate 2010-2011: 1,500,000 people

Target 2012-2013: 2,000,000 people

(ii) Increased percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with the service provided

Performance measures

2008-2009: 79.8 per cent satisfied with provision of water services

Estimate 2010-2011: 84.8 per cent satisfied with provision of water services

Target 2012-2013: 89.8 per cent satisfied with provision of water services

Performance measures

2008-2009: 75.6 per cent satisfied with provision of sanitation services

Estimate 2010-2011: 80.6 per cent satisfied with provision of sanitation services

Target 2012-2013: 85.6 per cent satisfied with provision of sanitation services

(iii) Increased percentage of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat

Performance measures

2008-2009: 33 per cent

Estimate 2010-2011: 40 per cent

Target 2012-2013: 50 per cent

(b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services are met

(b) (i) Increased percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs

Performance measures

2008-2009: 75 per cent

Estimate 2010-2011: 80 per cent

Target 2012-2013: 85 per cent

(d) Increase in activities in municipal finance and affordable housing finance	**(d) (i) Level of municipal finance sector activity, as evidenced by the amounts of funds leveraged, borrowed and invested by local municipalities in affordable housing and related infrastructure activities, and access to new forms of financing** ***Performance measures*** **2008-2009: not applicable** **Estimate 2010-2011: $6,586,438** **Target 2012-2013: $10,000,000** **(ii) Level of affordable housing finance sector activity, as evidenced by the number of new affordable housing units built and infrastructure connections facilitated, availability of mortgage finance products and the number of developers targeting affordable housing** ***Performance measures*** **2008-2009: not applicable** **Estimate 2010-2011: 1,500 housing units** **Target 2012-2013: 10,000 housing units** **(iii) Level of growth in borrower financial literacy programmes in the local finance facility and the experimental reimbursable seeding operations project, as evidenced by the number of new financial literacy programmes in countries implementing the above-mentioned facility and project** ***Performance measures*** **2008-2009: 5 programmes** **Estimate 2010-2011: 10 programmes** **Target 2012-2013: 20 programmes**

External factors

15.60 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) there will be support among Member States and domestic financial institutions at the country level to develop financial mechanisms for mobilizing domestic capital for slum upgrading; and (b) there will be political will to overcome institutional barriers and identify modalities for effective partnerships that will result in financial commitments for both shelter and local level infrastructure, especially water and sanitation.

	(ii) Decreased percentage difference in the price of basic infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities working with UN-Habitat *Performance measures* 2008-2009: 25 per cent Estimate 2010-2011: 22 per cent Target 2012-2013: 20 per cent
(c) Increased investment in affordable and social housing stock and related infrastructure	(c) (i) Increased value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities working with UN-Habitat *Performance measures* 2008-2009: $1,840,000 Estimate 2010-2011: $114,439,664 Target 2012-2013: $202,560,000 (ii) Increased percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and or people with informal incomes *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 5 per cent for UN-Habitat partner institutions in targeted countries and communities Target 2012-2013: 10 per cent for UN-Habitat partner institutions in targeted countries and communities (iii) Increased number of households with new or improved housing and infrastructure supported by UN-Habitat *Performance measures* 2008-2009: 128 households Estimate 2010-2011: 2,226 households Target 2012-2013: 8,875 households

Outputs

15.61 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Substantive servicing of meetings: servicing of the sixth session of the World Urban Forum (1); servicing the twenty-fourth session of the Governing Council (1);

(ii) Ad hoc expert groups: (a) Asia-Pacific regional expert group meetings and intergovernmental ministerial meetings on development and implementation of pro-poor water and sanitation policies, human values-based water, sanitation and hygiene education and climate change (2); Asia-Pacific regional expert group meeting on the rights-based approach to water and sanitation (1); climate change vulnerability assessments for small utilities (1); developing capacity of service provider organizations in the Asia-Pacific region (3); expert group meeting on monitoring the water and sanitation Millennium Development Goals in the Asia-Pacific region (2); expert group meeting on energy access, promoting renewable energy technologies for affordable service delivery and towards energy efficiency in building in developing countries (2); expert group meetings on environmentally sound practices and standards in the Asia-Pacific region, including on topics such as decentralized wastewater management systems, ecological sanitation, faecal sludge management, environmentally sustainable and cost effective practices in solid waste management (4); expert group meetings on sustainable consumption and human values-based water sanitation and hygiene education in the Asia-Pacific region (2); Global Water Operators' Partnership Alliance meetings (1); Global Water Operators' Partnership Alliance expert group meeting on benchmarking (1); global meeting to support increased affordable housing finance activity (1); meetings for microfinance institutions and community partners to identify strategies to access domestic finance for low income housing (1); missions conducted to support identified priority areas for needed institutional strengthening for finance (1); national meetings to increase stakeholder participation in slum-upgrading partnerships (2); regional expert meetings on decentralization and strengthening of local authorities to operationalize sustainable urban transport and urban energy policies at the local level (4); regional meetings of project partners and technical advisers for the water and sanitation regional programmes in Africa and the Asia-Pacific and Latin America and Caribbean regions (4); regional meetings to support development of housing microfinance as an industry (2);

(iii) Assistance to representatives and rapporteurs: assistance to the special rapporteur on the right to water (1 instance);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: State of Water and Sanitation in the World's Cities (2012) (1); the UN-Habitat chapter to the World Water Development Report (2012) (1); Water and Sanitation Trust Fund annual monitoring reports (2);

(ii) Non-recurrent publications: Best practices on monitoring progress against water and sanitation Millennium Development Goals in the Asia-Pacific region (1); compilation of best practices in urban water and sanitation from the water and sanitation regional programmes in Africa and the Asia-Pacific and Latin America and Caribbean regions (4); From knowledge to practice: implementing the lessons from the 2013 Global Report on Human Settlements on sustainable urban transport policy, planning and financing (1); Global Water Operators' Partnership Alliance flagship reports (1);

legislative framework for municipal finance and local government reforms (1); local transport and energy strategies implemented by local authorities for compact, equitable and energy-efficient cities (1); market-based municipal finance (1); municipal finance, budgeting and capital investment planning (1); municipal revenue and taxation systems (2); public-private partnership in municipal finance (1); on housing finance activity in selected countries, especially focusing on countries where Urban Finance Branch funds are invested (1); on state of the right to water and sanitation in urban and peri-urban areas of the Asia-Pacific region (1); a guidebook on vulnerability assessment and infrastructure planning for small utilities (1); on "Best practices in managing solid waste management in small towns" (1); selected publications on water utility management for small utilities in the Lake Victoria region (6); toolkit for the implementation of water and sanitation citizen observatories (1); United Nations Habitat and Human Settlements Foundation annual report (2); updated "Sanitation Data Book" for the Asia-Pacific region (1); gender-focused microcredit sanitation programme in Africa; groundwork for preserving the right and dignity of women (1); "Good practice notes" on environmentally sound practices in waste management in the Asia-Pacific region (1);

(iii) Booklets, fact sheets, wallcharts, information kits: booklet on best practices on clean energy and energy efficient practices (1); brochures on the water and sanitation regional programmes in Africa and the Asia-Pacific, Latin America and Caribbean regions (4); country-specific fact sheets on the right to water and sanitation (8); fact sheets on human values-based water sanitation hygiene education under the Water for Asian Cities Programme and the Mekong Region Water and Sanitation Initiative programme (4); Global Water Operators' Partnership Alliance newsletters (4); UN-Habitat Urban Finance booklets and pamphlets (2);

(iv) Technical material: benchmarking reports published through geo-referenced utility benchmarking system (2); brochure on promoting urban mobility in the context of sustainable urbanization (1); customized updated operation manuals and business plans for each local finance facility (5); guarantee agreements negotiated and documented (20); guideline book on energy efficiency in building for tropical countries (1); information kits to support consumer education in housing finance in selected countries or regions (4); legal agreements negotiated and documented between lending banks, project partners and local finance facilities for project implementation (20); loan agreements negotiated and documented (10); practical guides for implementing sustainable urban energy policy in different regions (2); practical guides for implementing urban sustainable transport policy, planning and financing in different regions (2); promotion of legal instruments (1); research documents on municipal finance activity in selected countries (3); software systems for tracking and administering guarantees and other financial products and data in four selected partner local finance facilities (4); technical materials in the areas of business planning and performance improvement planning, water demand management, energy audits, low cost water quality monitoring and microfinance for sanitation (6); technical materials to expand Geo-referenced Utility Benchmarking System platform (1); tools and instruments in municipal finance (1); updated loan operations manual documenting entire lending process for UN-Habitat to prevent fraud and facilitate an audit trail of all loan transactions and cash movements completed (1); water operators' partnerships toolkits and knowledge products (3);

(v) Audio-visual resources: DVD toolkits for small community operators (1); Global Water Operators' Partnership Alliance learning video (1); Global Water Operators' Partnership Alliance promotional video (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: for local finance facilities to expand and formalize their processes and collectively reach 10,000 people by end 2014 (4 instances); for strengthening of national and regional platforms to implement water operators' partnerships in Africa and the Asia-Pacific and Latin America and Caribbean regions (5 instances); for human values-based water sanitation hygiene education (4 instances); for the provision of credit enhancement facilities that support the delivery of affordable housing and infrastructure in selected countries through missions and technical support (4 instances); for the East African Community and the Lake Victoria Region Water and Sanitation Initiative participating countries in setting up monitoring mechanisms in 15 towns under initiative 2 (1); for at least four municipalities to develop programmes and projects to strengthen municipal finance (4); for partner organizations, including local government, water and sanitation service providers, non-governmental organizations and community-based organizations in regional programmes in Africa and the Asia-Pacific and Latin America and Caribbean regions (15); advisory and technical services on innovative municipal finance strategies and policies (1); missions supported to partner countries to secure investment funds for identified projects and institutions implementing bankable housing and infrastructure projects (10 instances); missions to develop projects and programmes in support of increased municipal finance activity to be implemented with partners (4 instances); missions to support financing mechanisms and develop investment strategies for selected slum-upgrading projects, in particular those in partnership with other focus areas of UN-Habitat (20 instances); for national and local governments on promoting access to sustainable urban mobility (10 instances); for national Governments on socially, environmentally and economically sustainable urban transport and energy policies (4 instances); for pre-investment support in selected countries to facilitate access to private sector finance (3 instances); for private participation in municipal finance (1 instance); for the rights-based approach; rapid gender assessment, gender awareness and sensitization; and for East African countries to develop energy efficient building codes and standards, technical assistance in energy efficiency measures for ongoing public-private housing programmes (5 instances);

(ii) Training courses, seminars and workshops: assistance to and participation in social and affordable housing and infrastructure-related workshops and conferences (2); borrower financial education programmes implemented together with external partners (4); capacity-building workshops and seminars in identified areas for local finance facility institutions (2); housing professionals and municipal staff trained on energy efficiency measures and practices (2); matchmaking/knowledge exchange and capacity-building workshops under water operators' partnerships (15); national stakeholders' forum in sustainable transport to disseminate experiences gained in the context of implementation of Global Environmental Facility-funded projects in East Africa (3); partner education seminars through local finance facilities to ensure borrower education and support savings schemes (4); region-wide water and sanitation training and capacity-building for participating service providers in Africa, the Asia-Pacific and Latin America and Caribbean regions targeting capacity-building of service provider organizations (5); training course and workshop for partner governments and service provider organization on inclusive and geo-referenced mapping and monitoring (1);

training course for policymakers on sustainable consumption and human values-based water sanitation hygiene education (1); training courses conducted for policymakers, service providers and community-based organization on achieving the right to water and sanitation (2); training courses on water supply and sanitation project planning and implementation for civil society organizations, local government authorities and service providers in Africa, and the Asia-Pacific and Latin America and Caribbean regions (2); workshops for local authorities on planning and financing compact cities and provision of non-motorized and public means of transport (4); workshops on benchmarking, community monitoring and data sharing (4);

(iii) Field projects: benchmarking initiatives in different regions on water and sanitation (4); demonstration projects on achieving the right to water and sanitation (4); energy-efficient buildings demonstration projects and clean energy demonstration projects (5); establishment of microfinance housing fund with key international financial institutions and ongoing fund investment in social and affordable housing and infrastructure (1); field project with partner governments/service delivery organizations implemented to demonstrate inclusive and geo-referenced mapping and monitoring of service delivery (1); field project to demonstrate environmentally sound practices, such as ecological sanitation, decentralized wastewater and solid waste management, faecal sludge management (1); human values-based water sanitation hygiene education field projects under regional programmes in the Asia-Pacific region and Africa (4); implementation of the Global Environmental Facility-funded project on sustainable urban transport solutions for East African cities (1); pilot demonstration projects in participating cities and towns in Africa, and the Asia-Pacific and Latin America and Caribbean regions for improving access to services to benefit the poor (6); projects implemented to establish and/or strengthen mortgage finance sectors nationally, with a focus on low income borrowers (2); projects implemented to strengthen local institutions to play their role in providing access to financial services for the poor (2); projects implemented with a focus on increased municipal finance activity (3); regional water operators' partnerships winning programmes (14); replication of the pilot water project on monitoring in the 15 new Lake Victoria Region Water and Sanitation Initiative towns (15); technical assistance projects to support water utilities in the introduction of pro-poor financing mechanisms (1); water and sanitation citizen observatories projects (5).

Table 15.18 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	2 269.8	2 269.8	9	9
Non-post	227.8	197.4	—	—
Subtotal	**2 497.6**	**2 467.2**	**9**	**9**
Extrabudgetary	50 996.6	60 756.4	20	20
Total	**53 494.2**	**63 223.6**	**29**	**29**

15.62 The amount of $2,269,800 for posts would provide for the continuation of nine posts (1 P-5, 3 P-4, 2 P-3, 1 P-2 and 2 Local level), as reflected in table 15.18. The amount of $197,400, reflecting a net decrease of $30,400, in non-post resources would provide primarily for travel of staff, general

operating expenses and other operational requirements. The decrease is due mainly to a reduction in requirements for consultants and cost of production envisaged for the preparation of the planned outputs for 2012-2013, for supplies and materials as a result of the automation of various business processes, and for furniture and equipment owing to the postponement of their replacement based on the serviceable life of the equipment. The decrease is partly offset by the increase in requirements for ad hoc expert group meetings as mandated and prioritized by the Governing Council and for travel costs in response to increased requests for training and advisory services, as reflected in the planned programme of work.

15.63 During the biennium 2012-2013, expected extrabudgetary resources amounting to $60,756,400 would provide for 20 posts (12 of the Professional and higher category and eight Local level), as reflected in table 15.18 and non-post resources mostly earmarked for field activities. The amount reflects an increase of $9,759,800 from the estimates for 2010-2011 to support normative activities in line with historical trends. The extrabudgetary resources would support the implementation of the focus areas on the medium-term strategic and institutional plan, namely environmentally sound basic infrastructure, and strengthening human settlements financing, working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives.

D. Programme support

Resource requirements (before recosting): $1,485,600

15.64 The Programme Support Division will support implementation of the programme of work of UN-Habitat, contributing primarily towards the focus area on excellence in management, of the medium-term strategic and institutional plan, through the following measures: institutionalization of results-based management in the organization; programme planning and quality assurance in programme and project design; budgeting, financial and administrative management; human resource planning; legal services and advice; effective servicing of funding partners and compliance with agreements; streamlining key procedures and approval processes, improving workflows and automating processes; improving operational and procedural guidelines and control systems; and ensuring implementation of recommendations of the Board of Auditors and the Office of Internal Oversight Services. The Programme Support Division will provide these services together with the administrative project staff in the regional and field offices and the Division of Administrative Services of the United Nations Office at Nairobi.

Table 15.19 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	331.8	1 398.9	1	6
Non-post	6.7	86.7	—	—
Subtotal	**338.5**	**1 485.6**	**1**	**6**
Extrabudgetary	18 908.8	14 522.5	60	45
Total	**19 247.3**	**16 008.1**	**61**	**51**

15.65 The amount of $1,398,900 for posts, reflecting an increase of $1,067,100, would provide for six posts (3 P-4, 1 P-3 and 2 Local level), as reflected in table 15.19. The increase is due to the proposed inward redeployment of two posts from subprogramme 1, Shelter and sustainable human settlement development (1 P-4 Programme Planning and Coordination Officer and 1 Local level Administrative Assistant) and three posts from subprogramme 2, Monitoring the Habitat Agenda (1 P-4 Finance Management Officer, 1 P-3 Programme Management Officer and 1 Local level Programme Assistant). The amount of $86,700, reflecting a net increase of $80,000, in non-post resources, would provide primarily for travel of staff, general operating expenses and other operational requirements. The increase relates to the proposed inward redeployment of the resources in line with the movement of the five posts.

15.66 During the biennium 2012-2013, expected extrabudgetary resources amounting to $14,522,500, would provide for 45 posts (28 of the Professional and higher category and 17 Local level), as reflected in table 15.19, and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. The amount reflects a decrease of $4,386,300 from the estimates for 2010-2011, due mainly to the redeployment of posts and non-post resources to executive direction and management, and projected earmarked resources to support normative activities in line with historical trends. The extrabudgetary resources would also support implementation of the programme of work of UN-Habitat, contributing primarily towards the focus area on excellence in management, of the medium-term strategic and institutional plan, as set out in paragraph 15.64 above.

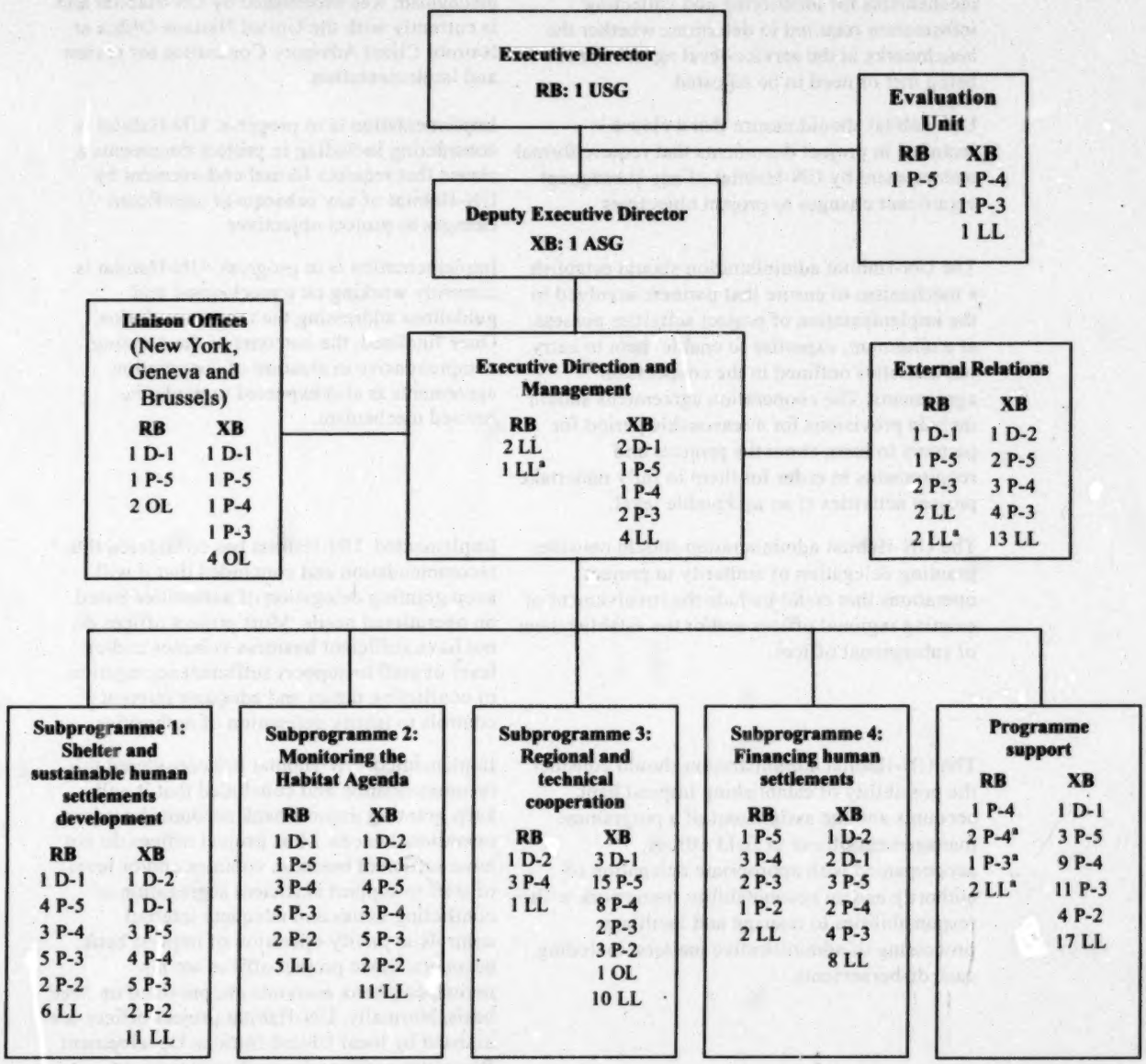
Table 15.20 **Summary of follow-up action taken to implement the relevant recommendations of oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/65/5/Add.8)	
Continue to prepare the implementation of the International Public Sector Accounting Standards (IPSAS) in collaboration with the United Nations Office at Nairobi; and (b) specify its needs for the migration of the Crystal software to the future enterprise resource planning system of the Secretariat (Umoja) (para. 39).	Implementation is in progress, and it is subject to the implementation of IPSAS and the enterprise resource planning project.
UN-Habitat agreed with the Board's recommendation that, in coordination with the United Nations Office at Nairobi, it: (a) take advantage of the upcoming implementation of the new enterprise resource planning system to eliminate journal voucher entries; and (b) strengthen internal control over journal voucher entries and the access rights to make them (para. 137).	Implementation is subject to the implementation of the enterprise resource planning system.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services	
The UN-Habitat administration should establish mechanisms for identifying and collecting information required to determine whether the benchmarks in the service-level agreement are being met or need to be adjusted.	Implementation is in progress. A draft mechanism was established by UN-Habitat and is currently with the United Nations Office at Nairobi Client Advisory Committee for review and implementation.
UN-Habitat should ensure that a clause is included in project documents that require formal endorsement by UN-Habitat of any subsequent significant changes to project objectives.	Implementation is in progress. UN-Habitat is considering including in project documents a clause that requires formal endorsement by UN-Habitat of any subsequent significant changes to project objectives.
The UN-Habitat administration should establish a mechanism to ensure that partners involved in the implementation of project activities possess, at a minimum, expertise to enable them to carry out activities outlined in the cooperation agreements. The cooperation agreements should include provisions for a reasonable period for partners to learn about the projects and requirements in order for them to fully undertake project activities at an acceptable level.	Implementation is in progress. UN-Habitat is currently working on a mechanism and guidelines addressing the recommendation. Once finalized, the outcome of the ongoing comprehensive evaluation of cooperation agreements is also expected to guide the revised mechanism.
The UN-Habitat administration should consider granting delegation of authority to project operations that could include the involvement of existing regional offices and/or the establishment of subregional offices.	Implemented. UN-Habitat has considered this recommendation and concluded that it will keep granting delegation of authorities based on operational needs. Most project offices do not have sufficient business volumes and/or level of staff to support sufficient segregation of conflicting duties and adequate internal controls to justify delegation of authorities.
The UN-Habitat administration should consider the possibility of establishing imprest bank accounts and the assignment of a programme management officer in field offices, accompanied with appropriate delegation of authority and an accountability framework with responsibilities to manage and facilitate processing of administrative matters, including cash disbursements.	Implemented. UN-Habitat has considered this recommendation and concluded that it will keep granting imprest bank accounts based on operational needs. Most project offices do not have sufficient business volumes and/or level of staff to support sufficient segregation of conflicting duties and adequate internal controls to justify operation of imprest bank accounts. Since project offices are not permanent, bank accounts are provided on need basis. Normally, UN-Habitat project offices are assisted by local United Nations Development Programme offices for cash management.

Annex I

United Nations Human Settlements Programme Organizational structure and post distribution for the biennium 2012-2013


Executive Director
RB: 1 USG
Evaluation Unit
RB: 1 P-5
XB: 1 P-4, 1 P-3, 1 LL
Deputy Executive Director
XB: 1 ASG
Liaison Offices (New York, Geneva and Brussels)
RB: 1 D-1, 1 P-5, 2 OL
XB: 1 D-1, 1 P-5, 1 P-4, 1 P-3, 4 OL
Executive Direction and Management
RB: 2 LL, 1 LL[a]
XB: 2 D-1, 1 P-5, 1 P-4, 2 P-3, 4 LL
External Relations
RB: 1 D-1, 1 P-5, 2 P-3, 2 LL, 2 LL[a]
XB: 1 D-2, 2 P-5, 3 P-4, 4 P-3, 13 LL
Subprogramme 1: Shelter and sustainable human settlements development
RB: 1 D-1, 4 P-5, 3 P-4, 5 P-3, 2 P-2, 6 LL
XB: 1 D-2, 1 D-1, 3 P-5, 4 P-4, 5 P-3, 2 P-2, 11 LL
Subprogramme 2: Monitoring the Habitat Agenda
RB: 1 D-1, 1 P-5, 3 P-4, 5 P-3, 2 P-2, 5 LL
XB: 1 D-2, 1 D-1, 4 P-5, 3 P-4, 5 P-3, 2 P-2, 11 LL
Subprogramme 3: Regional and technical cooperation
RB: 1 D-2, 3 P-4, 1 LL
XB: 3 D-1, 15 P-5, 8 P-4, 2 P-3, 3 P-2, 1 OL, 10 LL
Subprogramme 4: Financing human settlements
RB: 1 P-5, 3 P-4, 2 P-3, 1 P-2, 2 LL
XB: 1 D-2, 2 D-1, 3 P-5, 2 P-4, 4 P-3, 8 LL
Programme support
RB: 1 P-4, 2 P-4[a], 1 P-3[a], 2 LL[a]
XB: 1 D-1, 3 P-5, 9 P-4, 11 P-3, 4 P-2, 17 LL

[a] Inward deployment of post.

Annex II

Outputs produced in 2010-2011 not to be carried out in the biennium 2012-2013

All outputs produced in the biennium 2010-2011 are to be carried out in the biennium 2012-2013. Some outputs are being reformulated to capture broader scopes or to emphasize the focus of UN-Habitat's priorities for the biennium 2012-2013.